

Utah's Division of Child and Family Services

Eastern Region Report

Qualitative Case Review Findings

Review Conducted

April 28 – May 1, 2014

A Report by

The Office of Services Review, Department of Human Services

I. Introduction

The Eastern Region Qualitative Case Review (QCR) for FY2014 was held the week of April 28-May 1, 2014. Reviewers were selected from the Office of Services Review, the Division of Child and Family Services, community partners and other interested parties. Three individuals from Los Angeles County Department of Mental Health participated in the review.

There were 20 cases randomly selected for the Eastern Region review. The sample included 14 foster care cases and six in-home cases. One of the foster care cases was dropped from the review because key parties to the case, including the target child, were not available to be interviewed due to a death in the family.

Cases were selected from the Blanding, Castle Dale, Moab, Price, Roosevelt, and Vernal offices. A certified lead reviewer and shadow reviewer were assigned to each case. Information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents, caseworker, teacher, therapist, other service providers, and others having a significant role in the child's life. Additionally, the child's file, including prior CPS investigations and other available records, was reviewed.

Staff from the Office of Services Review met with region staff on July 7, 2014 in an exit conference to review the results of the region's QCR. Scores and data analysis were presented to the region.

II. Stakeholder Observations

The results of the QCR should be considered within a broad context of local and regional interaction with community partners. Each year Office of Services Review staff members interview key community stakeholders such as foster parents, providers, representatives from the legal community, other community agencies, and DCFS staff. On April 28-29, 2014 members of the OSR staff interviewed individuals and groups of DCFS staff and community partners. DCFS staff who were interviewed included the Region Director, region administrators, clinical consultant, supervisors, and caseworkers. Community partners interviewed included a judge, probation officer, guardians ad litem, assistant attorneys general, mental health providers, Utah Foster Care Foundation, and the Price foster parent cluster group. Interviews were conducted in Moab and Price. Strengths and opportunities for improvement were identified by the various groups of stakeholders as described below.

MOAB PARTNERS

Strengths

There is strong teaming between the AG and DCFS. DCFS, the AG and the GAL are usually on the same page in court. Everyone wants to do the right thing for the right reason.

The new caseworkers are doing well. Workers generally come to court prepared and give the judge what she needs.

DCFS does a good job of providing parent time. Big barriers to parent-child visits include parents not being able to afford gas and children being placed far away from their parents. DCFS does a good job of reimbursing gas costs.

DCFS always drives from Moab to St. George to pick kids up and bring them back.

DCFS has worked hard to build and achieve a better relationship with the Navajo Nation.

Communication between Juvenile Probation and DCFS has greatly improved. The number of kids on probation is down. There are more ongoing cases but fewer new cases.

The GAL gets invited to team meetings, and he gets enough notice of when the meeting is going to be held. Workers are conscientious of his schedule. They use Google calendar to plan team meetings for a time when they won't conflict with prior commitments.

If community service hours aren't getting completed or fines aren't getting paid, the GAL brings it up in the team meeting. Most of the team meetings are worthwhile.

The GAL can ask DCFS if he needs anything. They've been great to work with.

DCFS is catching and addressing safety issues.

The staff in the Blanding DCFS office are awesome.

They have enough caseworkers for the caseload.

DCFS is really cooperative with the AG.

They have a couple of fantastic new caseworkers. The judge trusts the new workers. The workers in Moab are conscientious and want to do well. They have good support from their supervisor and a clinical consultant.

The e-warrant system works well here. They have an on-call attorney. She does warrants during the day, and on-call does them at night.

The relationship with law enforcement is really good.

Workers aren't asking to remove kids when it's not justified.

Improvement Opportunities

Family Drug Court is sort of service deficient. Parents can't drug test on weekends or holidays. Three-day weekends are opportunities for parents to use drugs. TASC could be much more fiscally responsible than they are. For example, every test shouldn't be sent for confirmation.

There's a sense DCFS doesn't respect a local mental health provider and vice versa. There's some observable friction, but they work together. Some of the therapists feel like DCFS is persecuting their clients, and the therapists give the clients that message. The therapists have submitted letters saying what DCFS is asking clients to do is onerous, but it's been court ordered. This local mental health provider seems to view DCFS as the enemy right now, so it's hard to get any cooperation from them.

There are limited Domestic Violence services in this area, and they only intermittently have parenting classes. Many families have open PSS cases due to domestic violence. The family wants to change, but can't get services. The judge can't order them to complete appropriate services because such services don't exist.

There is substance abuse treatment and individual therapy available in the area, but treatment takes "forever" because there are only three therapists.

The community doesn't have a positive view of DCFS or the court. Families still feel very threatened by DCFS. The perception is still there that DCFS just wants to take away kids.

A large percentage of referrals sent to Centralized Intake don't result in intervention. Sometimes a partner has to insist that DCFS open a CPS investigation. Eventually Centralized Intake took a case the partner wanted them to take, but he had to push to get them to open it.

On voluntary cases too much time is spent by DCFS trying to engage parents while the children suffer. Those cases need more oversight. There's too much variance between workers regarding how much latitude they give the parents.

They don't have any foster homes in Moab. Children from Moab are placed in St. George or on the Wasatch Front.

Law enforcement is frustrated that they can't just call the local DCFS office to make a child abuse referral. They call Centralized Intake, wait and wait, and never hear back on what happened to the referral.

It is a revolving door of caseworkers in Moab. That makes it hard on families because their caseworker is always changing. They have to keep training new caseworkers as turnover happens. As soon as things are up to speed, everyone leaves and they have to start over.

PRICE COMMUNITY PARTNERS

Strengths

Most workers are prepared when they come to court. The court reports are usually pretty consistent.

DCFS strives to look for kinship placements first.

Overall, kids are getting the services they need to get back home.

New foster parents have been amazed how much DCFS has offered to support them. When they first started fostering, they didn't know there would be financial assistance available. It's been a far better experience than they expected. They've always been able to get whatever they needed to help the kids.

Workers are good at deciding when children should be in foster care or not.

98% of the time team meetings include foster parents and are held at convenient times.

The judge always lets the foster parents speak. The judges are really good at making sure they know how the children are really doing in the home. The foster parents aren't afraid to speak up at court.

Lately the cluster groups have become much more active. Foster parents are making friends with each other. They just started offering child care and food at their cluster meetings. They've tried to be responsive to offering the training the foster parents have requested.

Worker turnover has slowed down. It's not nearly as bad as it was three years ago.

Improvement Opportunities

The services in Price aren't as good as they need to be, so it's hard to convince the judge that the services are going to be sufficient to keep the child in the home. And DCFS hasn't followed through on what they said they would do on in-home cases. The lack of services and lack of follow through by DCFS are the biggest barriers to leaving kids at home.

The drug testing results don't come back for weeks at a time. A worker may not know a mother was high until weeks afterwards. If the test is negative, they know in a day or two. If it's positive, it usually takes five to seven days. In the meantime the kids are in the home and at risk.

A local mental health provider doesn't have credibility with the court. They focus on the parents, but not the children. Parents aren't showing internalization of what they've learned even though they're attending treatment.

Parenting classes don't appear to be very effective. There is a 10-week course available, but it may not address the difficult issues the parents have because it's not geared to DCFS parents.

A partner would like to see more emphasis on actually working the concurrent goal. When the primary goal falls apart, they are sometimes left scrambling. The concurrent goal isn't always the best option; it's just there on paper. In reality they end up doing something else.

DCFS pushes, pushes, pushes adoption. After only two weeks foster parents have to declare if they'll adopt or not. If not, DCFS comes and removes the children and places them with someone who has said they will adopt them.

Ninety-five percent of all 18 year olds aren't ready to move out, especially if they've been in foster care their whole life. There are few services to help kids get out on their own.

DCFS CASEWORKERS, SUPERVISORS, and ADMINISTRATORS

Strengths

Administration has been focused on middle management and interactive supervision of line staff. Supervisors push workers by asking if they're teaming and whether they have the right people on the team. Administration's goal is to eradicate pseudo-teaming. They started a team facilitators group for those who facilitate team meetings to talk about how to take teaming to a higher level. In the Basin they now have clinical workers in Vernal and Roosevelt. They're stepping up and helping out with facilitating team meetings. Blanding also has a clinical person in the office.

They're getting more informal supports attending team meetings. The main players are there and they ask families who else could be a support.

The Blanding and Moab DCFS offices will have 11 adoptions this year. They had seven last year and only two the year before that. Out of the 11 adoptions, only three were to non-kin homes. They're getting older youth adopted. The number of kids who will age out should be significantly lower this year.

The region's goal is for 50% of kids removed to go to kin placements. They're about at that level in Price.

Administrators are relentless in talking about Domestic Violence. It's on the agenda and on the table continually.

After the QCR last year, DCFS gave a local mental health provider the message that the assessment process was inadequate. They're getting assessments done earlier in the cases now. Having clinical people on every team has helped because assessment isn't getting overlooked now.

The Basin has a good relationship with JJS (Juvenile Justice Services). JJS lost their shelter, and they and DCFS had to get creative to figure out how to meet the need. Once a month the Tribe, Probation, and DCFS get together and talk about what cases might be coming to each agency. The relationship with JJS in Blanding has also been much better the past two to three years.

They've had more therapists attending team meetings.

For the most part, they can get the services they need. If they need a neuro-psych they send the client to Salt Lake. They can do assessments just fine within the region.

WIA has been pretty involved in cases. Kids are able to do internships through them and they go on to get GEDs. The internships give youth real job skills.

The support from other workers in the office is excellent, especially for new caseworkers. People will drop what they're doing to help when new workers have a question.

The safety assessment is a really good tool. It helps workers identify the protective factors.

Children's Justice Center is doing well. It's valuable to use as a shelter, which gives DCFS a day or two to get kids placed. They offer in-home services and parenting classes that DCFS uses for their clients.

A benefit of having clinical staff in the office is that you can always debrief things that are happening with workers and give them ongoing support.

CANS is helpful to place a youth that needs residential treatment. It can also be helpful for in-home kids such as getting them more therapy.

Improvement Opportunities

There aren't services in the region for youth who are perpetrators. They can stay at home if they're an only child with strong parents, but they can't get NOJOS treatment.

There are better assessment tools than CANS, but the State Office isn't willing to let go of CANS. Other states have good tools that Utah should look at using. The State Office seems determined to use the CANS no matter how much workers don't like it.

The big issue in this region has been lack of assessment and treatment for Domestic Violence perpetrators. Cases are being prolonged because families can't get adequate services in a timely manner.

Sometimes with Centralized Intake (CI) a referent is on the phone for 30-45 minutes calling in a referral, which deters people from calling in referrals. People in the community are more comfortable calling the local DCFS office.

Ongoing workers aren't using SDM at all. There are no prompts to use it. They trained on it a while ago, but there's been no follow up. They only do it when they have to because they feel the SDM just tells them what they already know.

DCFS receives many complaints about TASC such as TASC staff being rude to DCFS clients, TASC staff not letting workers know whether clients tested or not, and TASC staff not being willing to talk to workers. The previous drug testing agency was more efficient, more accurate, and cost less money. The previous drug tester used to email the worker when someone called in, tested, got results, etc. TASC doesn't do that. The testing hours are very limited. They have to test from 8:30 to 10:00. Clients who are employed have to choose between working or testing. The tests don't seem to be accurate. Tests come up clean although clients admit to using.

There is only one therapist at the local sex abuse treatment center, which causes delays. DCFS is still waiting on an assessment done in January. In the meantime there aren't any recommendations for the family to be working on. Therapists have to be DV certified to do DV treatment, and only that one person is certified, so DCFS has no choice but to wait for her.

It's hard to do visits for siblings who are separated by distance. Parents can't afford to get up to the Wasatch Front to see their children, or it can take a whole day to travel up and back.

Nobody from the State Office seems to know what they want workers to do on Child and Family Assessment. For example, workers never know when they've written too much detail, and they don't know what "Common Themes" means. They feel like giving up on knowing how the State Office wants them to write plans.

III. Child and Family Status, System Performance, Analysis, and Trends





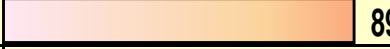






The QCR findings are presented in graphic form to help quantify the observations of the qualitative review. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using this rating scale. The range of ratings is as follows:

- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal Status/Performance

Child and Family Status and System Performance are evaluated using 15 key indicators. Graphs presenting the overall scores for each domain are presented below. They are followed by graphs showing the distribution of scores for each indicator within each of the two domains.

Child and Family Status Indicators

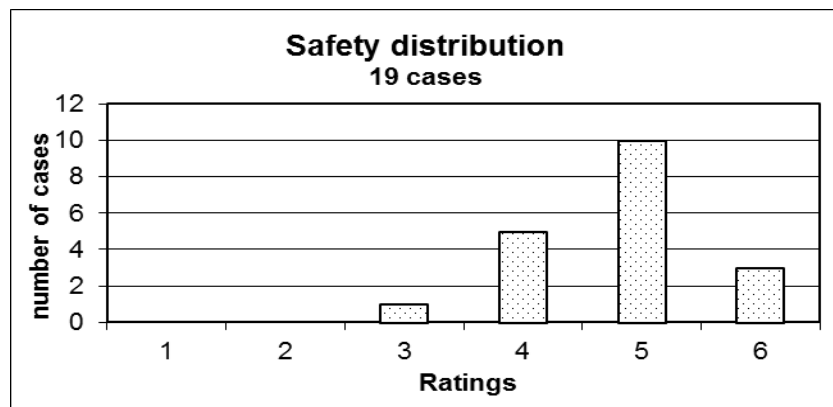
Overall Status

Eastern Child Status	# of cases (+)	# of cases (-)	Standard: 70% on all indicators (Exception is Safety = 85%)	FY10	FY11	FY12	FY13	FY14 Current Scores
			Standard: Criteria 85% on overall score					
Safety	18	1	 95%	88%	88%	95%	85%	95%
Child Safe from Others	18	1	 95%	na	88%	100%	90%	95%
Child Risk to Self or Others	19	0	 100%	na	96%	95%	90%	100%
Stability	16	3	 84%	75%	75%	80%	70%	84%
Prospect for Permanence	17	2	 89%	63%	75%	60%	60%	89%
Health/Physical Well-being	19	0	 100%	96%	100%	95%	95%	100%
Emot./Behavioral Well-being	19	0	 100%	83%	79%	70%	85%	100%
Learning	19	0	 100%	92%	83%	85%	90%	100%
Family Connections	7	1	 88%	na	na	73%	92%	88%
Satisfaction	15	4	 79%	96%	88%	85%	80%	79%
Overall Score	18	1	 95%	88%	88%	80%	80%	95%
0% 20% 40% 60% 80% 100%								

Safety

Summative Questions: Is the child safe from threats of harm in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Does the child avoid self-endangerment and refrain from using behaviors that may put self and others at risk of harm?

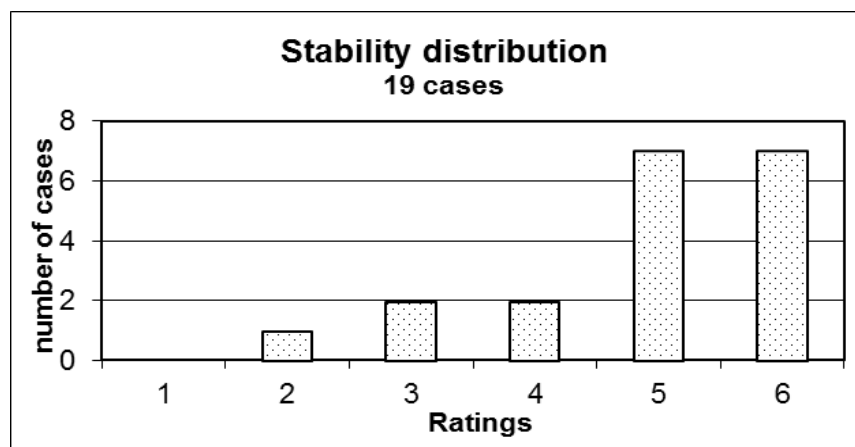
Findings: 95% of cases reviewed were in the acceptable range. This is an increase from last year's score of 85%. Out of the 19 cases reviewed, only one had an unacceptable score on Safety. This score was on a case in which it appeared a no contact order was being violated and the parents were thought to be a flight risk.



Stability

Summative Questions: Has the child's placement setting been consistent and stable? Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

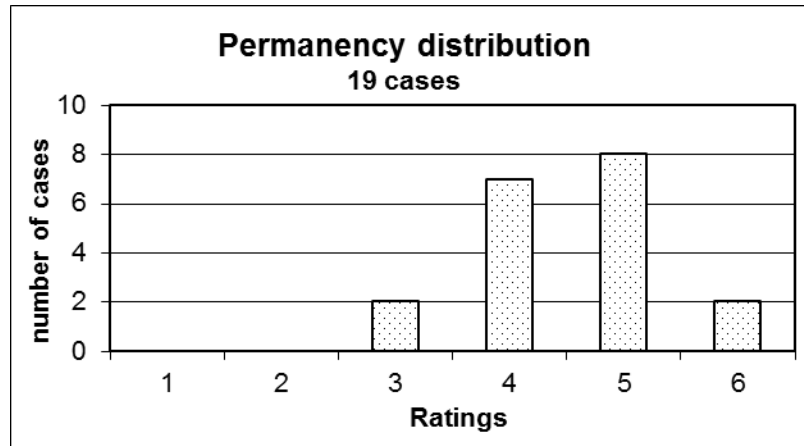
Findings: 84% of cases reviewed were in the acceptable range. This is an increase from last year's score of 70% and well above standard.



Prospects for Permanence

Summative Questions: Is the child living with caregivers that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in enduring relationships that provide a sense of family, stability, and belonging?

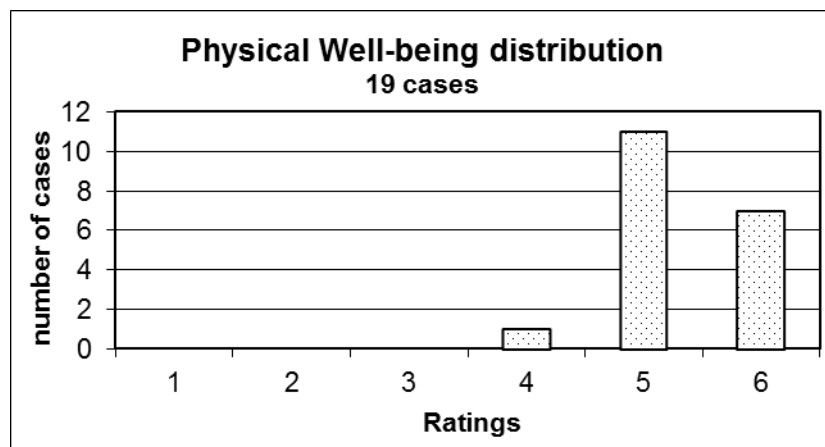
Findings: 89% of cases reviewed were within the acceptable range. This is an exceptionally high score on this difficult indicator and far above standard.



Health/Physical Well-Being

Summative Questions: Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services as needed?

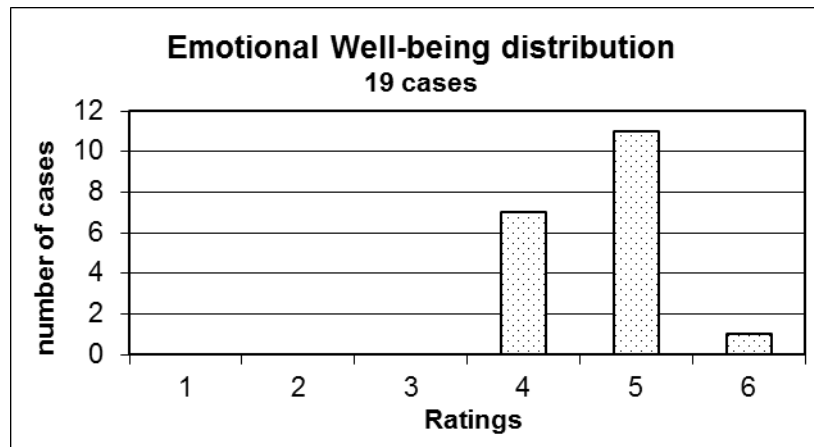
Findings: 100% of cases reviewed were in the acceptable range. This is a five point increase from last year's score and well above standard.



Emotional/Behavioral Well-Being

Summative Questions: Is the child doing well emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

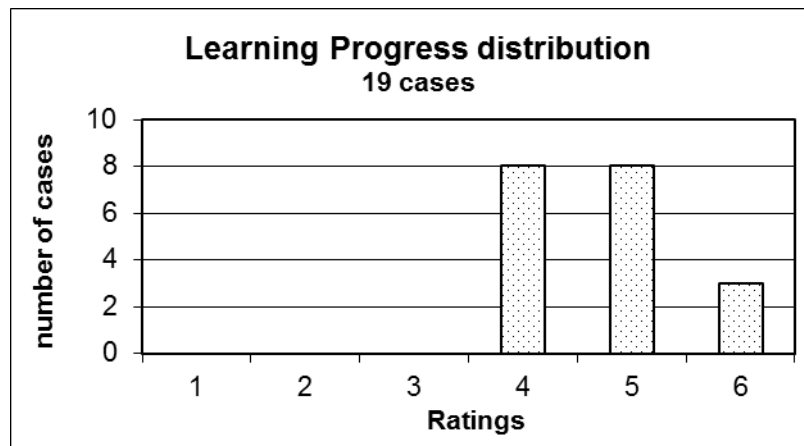
Findings: 100% of cases reviewed were within the acceptable range. This is a 15 point increase from last year's score of 85%.



Learning Progress

Summative Question: Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/her age and ability? Note: There is a supplementary scale used with children under the age of five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.

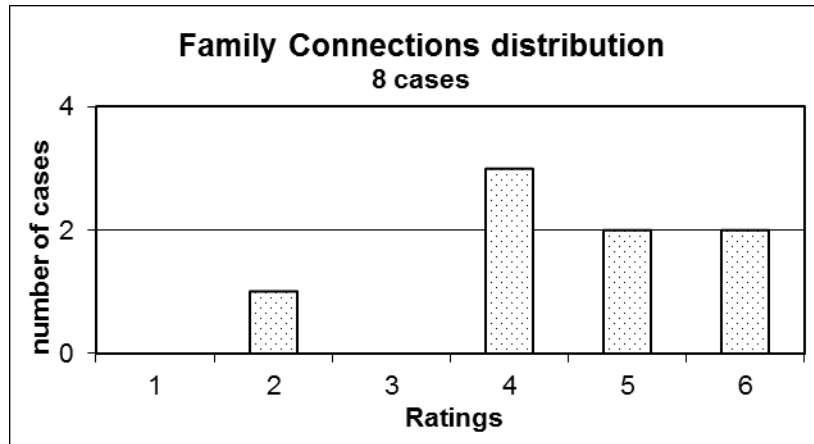
Findings: 100% of cases reviewed were within the acceptable range. This is an improvement upon last year's score of 90%.



Family Connections

Summative Question: While the child and family are living apart, are family relationships and connections being maintained through appropriate visits and other connecting strategies, unless compelling reasons exist for keeping them apart?

Findings: 88% of cases scored acceptable on Overall Family Connections. The score for Child and Other was 100%. The scores for the parents were significantly lower at 50% for both Mothers and Fathers. (However, there were only two fathers who met the criteria to be scored.)



Eastern Family Connections			
	# of cases (+)	# of cases (-)	FY14 Current Scores
Overall Connections	7	1	88%
Siblings	2	0	100%
Mother	3	3	50%
Father	1	1	50%
Other	2	0	100%

Satisfaction

Summative Question: Are the child, parent/guardian, and substitute caregiver satisfied with the supports and services they are receiving?

Findings: 79% of cases reviewed were within the acceptable range on the overall Satisfaction score. This is nearly identical to last year's score of 80%. Reviewers rated the satisfaction of

children, mothers, fathers, and caregivers. Scores for the individual parties ranged from 88% for Child to 38% for Fathers.

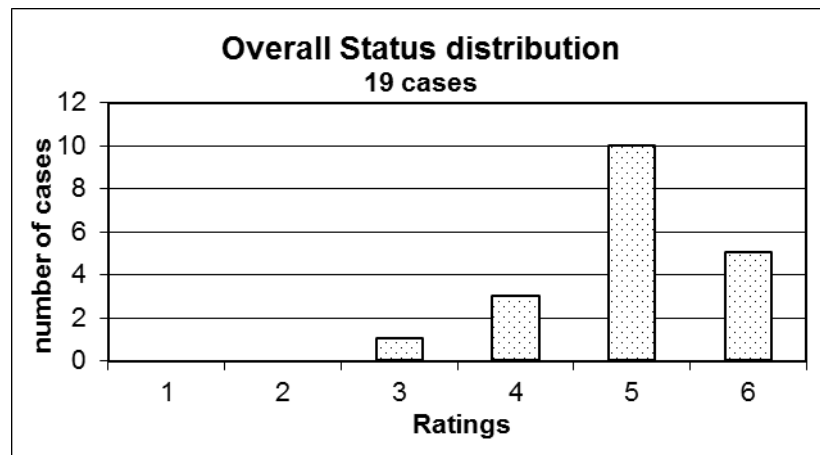


Eastern Satisfaction			
	# of cases (+)	# of cases (-)	FY14 Current Scores
Satisfaction	15	4	79%
Child	7	1	88%
Mother	9	4	69%
Father	3	5	38%
Caregiver	9	2	82%

Overall Child and Family Status

Summative Questions: Based on the Qualitative Case Review scores determined for the Child and Family Status indicators, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the first seven status indicators (minus Satisfaction) must score acceptable in order for the Overall Score to be acceptable. A unique condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a “trump” so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

Findings: 95% of cases reviewed were within the acceptable range. This far exceeds last year’s score of 80%. The Overall Child Status score is back above standard for the first time since FY2011.



System Performance Indicators

Overall System

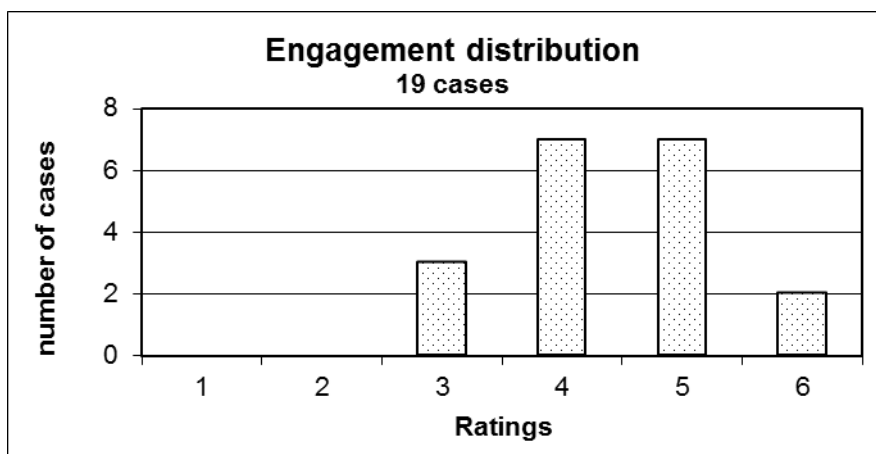
Eastern System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators	FY10	FY11	FY12	FY13	FY14 Current Scores
			Standard: 85% on overall score					
Engagement	16	3	84%	79%	79%	85%	90%	84%
Teaming	13	6	68%	58%	63%	75%	80%	68%
Assessment	13	6	68%	50%	79%	75%	60%	68%
Long-term View	15	4	79%	46%	58%	65%	65%	79%
Child & Family Plan	14	5	74%	63%	71%	60%	80%	74%
Intervention Adequacy	17	2	89%	92%	83%	75%	70%	89%
Tracking & Adapting	17	2	89%	79%	71%	85%	85%	89%
Overall Score	17	2	89%	83%	83%	75%	85%	89%

0% 20% 40% 60% 80% 100%

Child and Family Engagement

Summative Questions: Has the agency made concerted efforts to actively involve parents and children in the service process and in making decisions about the child and family? To what extent has the agency used rapport building strategies, including special accommodations, to engage the family?

Findings: 84% of cases reviewed were within the acceptable range. This is a modest decrease from last year's score of 90% but well above standard. Separate scores were given for Child, Mother, Father and Others. An overall score was then selected by the reviewer. Scores for the various groups ranged from a high of 100% for the Child to 64% for Fathers.

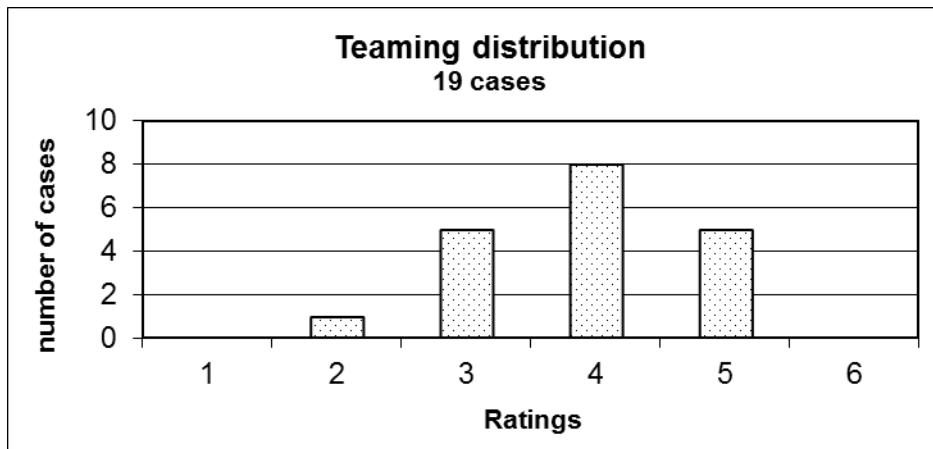


Eastern Engagement			
	# of cases (+)	# of cases (-)	FY14 Current Scores
Engagement	16	3	84%
Child	13	0	100%
Mother	10	4	71%
Father	7	4	64%
Guardian	6	2	75%

Child and Family Teaming

Summative Questions: Do the child, family, and service providers function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination in the provision of services across all providers?

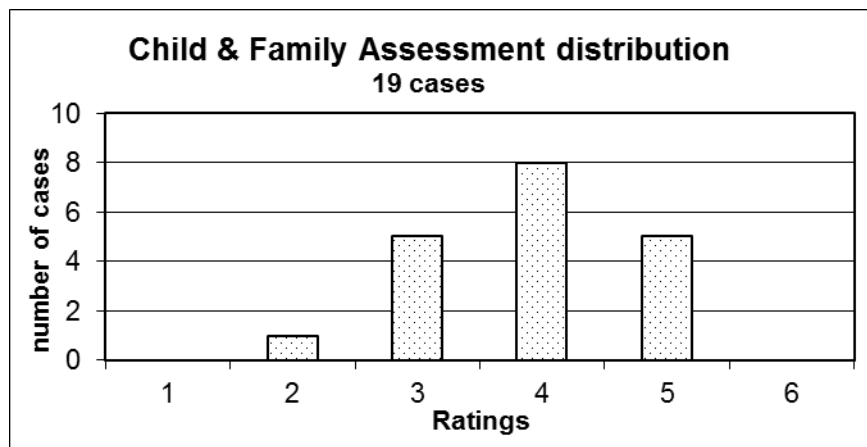
Findings: 68% of cases reviewed were within the acceptable range. This is a decrease from last year's score of 80%, and this indicator has slipped slightly below the 70% standard.



Child and Family Assessment

Summative Questions: Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family? Do the assessments help the team draw conclusions on how to provide effective services to meet the child’s needs for enduring permanency, safety, and well-being? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

Findings: 68% of cases reviewed were in the acceptable range. This is an increase from last year's score of 60% but still just a little below standard. Individual scores were given for this indicator. Scores ranged from 92% for the Caregiver to 60% for Fathers.

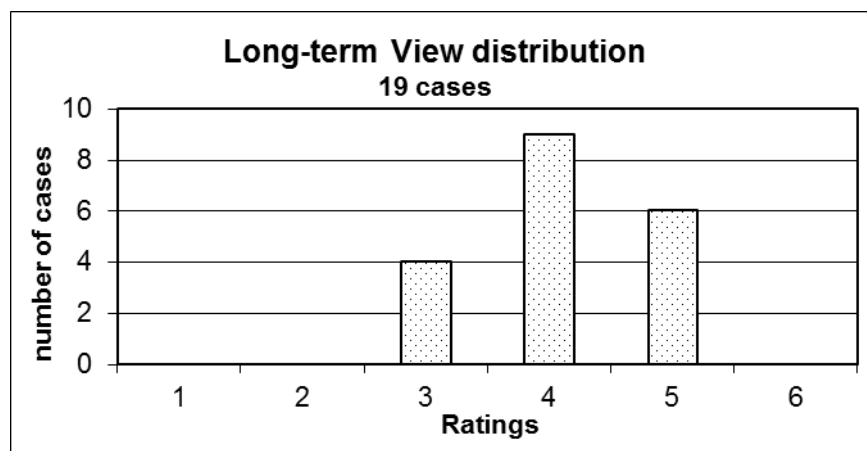


Eastern Assessment			
	# of cases (+)	# of cases (-)	FY14 Current Scores
Overall Assessment	13	6	68%
Child	16	3	84%
Mother	11	4	73%
Father	6	4	60%
Caregiver	11	1	92%

Long-Term View

Summative Questions: Is there a path that will lead the family and/or child toward achieving enduring safety and permanency without DCFS interventions? Is it realistic and achievable? Does the team, particularly the child/family, understand the path and destination? Does the path provide steps and address the next major transition(s) toward achieving enduring safety and permanence independent of DCFS interventions?

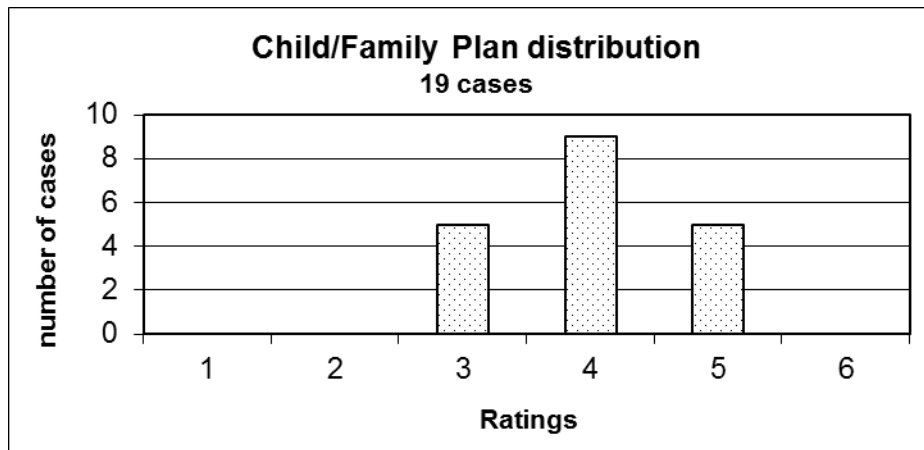
Findings: 79% of cases reviewed were within the acceptable range. This is an increase from last year's score of 65%, and this score is now above standard.



Child and Family Plan

Summative Questions: Is the Child and Family Plan individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

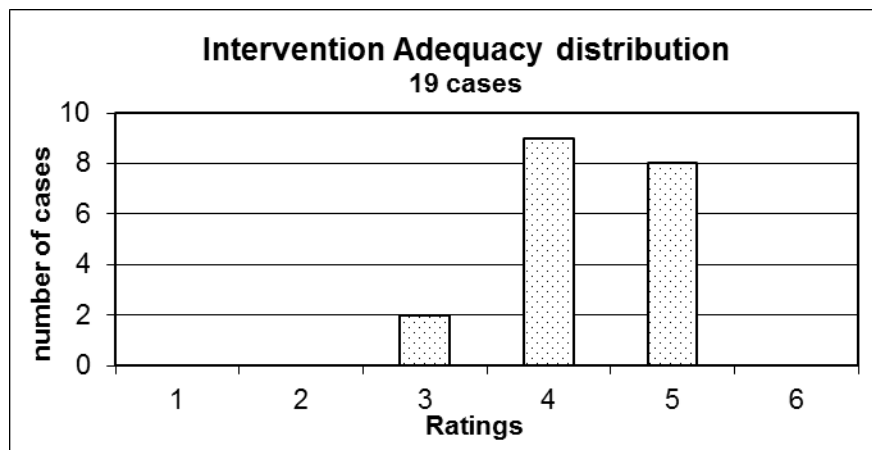
Findings: 74% of cases reviewed were within the acceptable range. This is a modest decrease from last year's score of 80% but still above standard.



Intervention Adequacy

Summative Questions: To what degree are the planned interventions, services, and supports being provided to the child and family of sufficient power (precision, intensity, duration, fidelity, and consistency) and beneficial effect to produce results that would enable the child and family to live safely and independent from DCFS?

Findings: 89% of cases reviewed were within the acceptable range. This is a substantial increase from last year's score of 70% and well above the standard. This indicator was scored separately for Child, Mother, Father, and Caregiver. Scores ranged from 100% for Mothers to 83% for Fathers and Caregivers. The scores for all parties are above the standard.

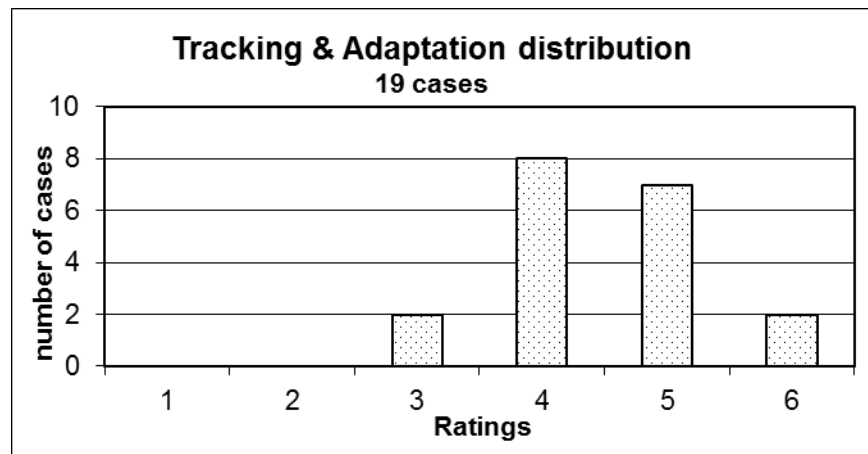


Eastern Intervention Adequacy			
	# of	# of	FY14
	cases	cases	Current
	(+)	(-)	Scores
Overall Intervention Adequacy	17	2	89%
Child	18	1	95%
Mother	10	0	100%
Father	5	1	83%
Caregiver	10	2	83%

Tracking and Adaptation

Summative Questions: Are the child and family status, service process, and progress routinely monitored and evaluated by the team? Are services modified to respond to the changing needs of the child and family and to apply knowledge gained about service efforts and results to create a self-correcting service process?

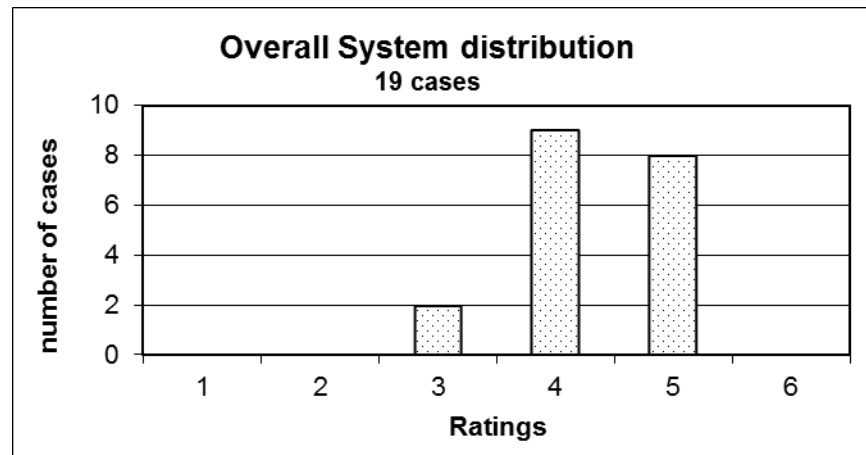
Findings: 89% of cases reviewed were in the acceptable range. This is slightly above last year's score of 85%.



Overall System Performance

Summative Questions: Based on the Qualitative Case Review scores determined for System Performance indicators, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the seven system performance indicators must score acceptable in order for the overall score to be acceptable.

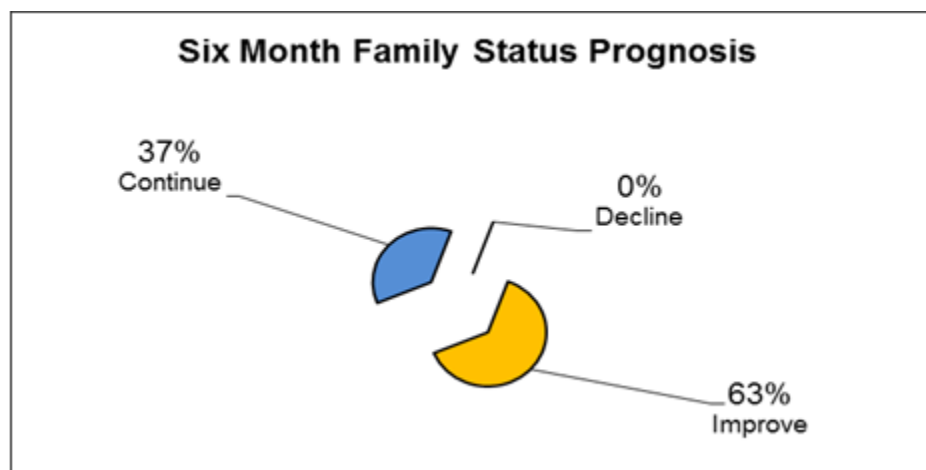
Findings: 89% of cases reviewed were within the acceptable range. This is a four point improvement over last year's score and a 14 point improvement from two years ago.



Status Forecast

One additional measure of case status is the reviewers' prognosis of the child and family's likely status in the next six months, given the current level of system performance. Reviewers respond to this question: "Based on current DCFS involvement for this child, family, and caregiver, is the child's overall status likely to improve, stay about the same, or decline over the next six months?"

Twelve cases (63%) anticipated an improvement in family status over the next six months. In seven cases (37%) family status was likely to stay about the same. There was only one case where the family's status was expected to decline over the next six months.



Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: child and family status acceptable, system performance acceptable
- Outcome 2: child and family status unacceptable, system performance acceptable
- Outcome 3: child and family status acceptable, system performance unacceptable
- Outcome 4: child and family status unacceptable, system performance unacceptable

The desired result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often either unusually resilient or resourceful children and families, or children and families who have some “champion” or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well. (These children and families would fall in Outcome 2).

The outcome matrix for children and families reviewed during the Eastern Region review indicates that 84% of the cases had acceptable ratings on both Child Status and System Performance. There were no cases that rated unacceptable on both Child Status and System Performance.

	Favorable Status of Child	Unfavorable Status of Child	
Acceptable System Performance	Outcome 1 Good status for the child, agency services presently acceptable. n= 16 84%	Outcome 2 Poor status for the child, agency services minimally acceptable but limited in reach or efficacy. n= 1 5%	89%
Unacceptable System Performance	Outcome 3 Good status for the child, agency Mixed or presently unacceptable. n= 2 10.5%	Outcome 4 Poor status for the child, agency presently unacceptable. n= 0 0.0%	11%
	95%	5%	

V. Analysis of the Data

RESULTS BY CASE TYPE

The following tables compare how the different case types performed on some key child status and core system performance indicators. The court ordered In-Home services cases (PSS) scored 100% on Overall System Performance and 80% on Overall Child Status. The voluntary In-home case scored 100% on every indicator. In fact, the score on every System Performance indicator on the voluntary case was a 5. Only Teaming scored below standard on In-home cases.

Foster Care cases scored better than In-home cases on Overall Child Status but not as well on Overall System Performance. Teaming, Assessment, and Child and Family Plan all scored a little below standard on Foster Care cases.

Case Type		# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Foster Care	SCF	13	100%	85%	100%	77%	69%	62%	77%	69%	85%	85%	85%
In-Home	PSS	5	80%	100%	80%	100%	60%	80%	80%	80%	100%	100%	100%
In-Home	PSC	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Collection of demographic information regarding cases included in the case sample includes the question, “Did the child come into services due to delinquency rather than abuse and neglect?” Two years ago seven of the 20 cases (35%) in the sample were reported to have entered services due to delinquency rather than abuse or neglect. Last year that number dropped to three (15%). This year there were only two Delinquency cases (11%). Delinquency cases scored better than Non-delinquency cases on every measure except Overall System Performance. However, because there were only two Delinquency cases this may not be representative of all the Delinquency cases in the region.

Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
Delinquency	2	100%	100%	100%	50%
Non-Delinquency	17	82%	88%	94%	94%

RESULTS BY PERMANENCY GOAL

The following table compares how the different Permanency Goals performed on some key child status and core system performance indicators. There were five different Permanency Goal types represented in the case sample. Guardianship and Individualized Permanency cases scored 100% on every measure. Scores were somewhat lower on the Adoption cases, especially on

Intervention Adequacy and Tracking and Adapting. Reunification cases were a little low on Teaming, Assessment, and Plan.

Permanency Goal	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Adoption	3	100%	33%	100%	67%	67%	67%	67%	67%	33%	33%	67%
Guardianship (Non-Rel)	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Guardianship (Relative)	1	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%
Individualized Perm.	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Remain Home	5	80%	100%	80%	100%	60%	80%	80%	100%	100%	100%	100%
Reunification	9	100%	100%	100%	78%	67%	56%	78%	67%	100%	100%	89%

RESULTS BY CASEWORKER DEMOGRAPHICS

Caseload

The following table compares how caseload affected some key Child Status and core System Performance indicators. Caseloads in the sample were divided into two categories: caseloads of 16 cases or less and caseloads of 17 cases or more. Overall System Performance was a little below standard for workers who had high caseloads. Overall Child Status was similar regardless of the caseload. It appears caseloads have crept up gradually over the past couple of years. In FY2012 there were four workers with a high caseload, in FY2013 there were five, and this year there were six.

Caseload Size	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
16 cases or less	12	92%	92%	92%	92%	75%	75%	83%	75%	92%	92%	92%
17 cases or more	6	100%	100%	100%	67%	50%	50%	67%	67%	100%	100%	83%

Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. Notably, 14 of the 20 workers (70%) have less than three years of experience, and more than half have less than two years experience. There was not a consistent correlation between the workers' experience and overall status or performance scores.

Length of Employment in Current Position	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Less than 12 months	5	100%	100%	100%	75%	75%	75%	75%	25%	100%	100%	75%
12 to 24 months	7	100%	71%	100%	100%	100%	86%	100%	86%	86%	86%	100%
24 to 36 months	2	100%	100%	100%	50%	50%	100%	100%	100%	100%	100%	100%
36 to 48 months	2	100%	100%	100%	100%	50%	0%	50%	100%	100%	100%	100%
48 to 60 months	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
60 to 72 months	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
More than 72 months	4	75%	100%	75%	75%	25%	50%	50%	75%	75%	75%	75%

RESULTS BY OFFICE

The following table compares how offices within the region performed on some key Child Status and System Performance indicators. Cases from six offices in the Eastern Region were selected as part of the sample. Four of the six offices scored 100% on both Overall Child Status and Overall System Performance (Blanding, Castle Dale, Roosevelt and Vernal). Only the Price office scored below standard on Overall System Performance. The one case with an unacceptable Safety score was from the Moab office, which accounts for their score of 50% on Overall Child Status.

Office	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Blanding	2	100%	50%	100%	100%	100%	100%	100%	50%	50%	50%	100%
Castle Dale	1	100%	100%	100%	100%	100%	100%	100%	0%	100%	100%	100%
Moab	2	50%	100%	50%	100%	50%	100%	50%	100%	100%	100%	100%
Price	6	100%	100%	100%	67%	67%	50%	67%	67%	83%	83%	67%
Roosevelt	3	100%	67%	100%	100%	67%	67%	100%	100%	100%	100%	100%
Vernal	5	100%	100%	100%	80%	60%	60%	80%	80%	100%	100%	100%

RESULTS BY AGE

OSR looked at the effect of age on Stability, Permanency, Overall Child Status, and Overall System Performance. Overall the scores were the lowest for children who are 13 to 15 years old; however, the sample size was fairly small.

Age	# in Sample	Stability	Prospects for Permanen	Overall Child Status	Overall System Performan
5 years or less	4	100%	100%	100%	100%
6-12 years	7	71%	86%	86%	100%
13-15 years	5	80%	80%	100%	60%
16 + years	3	100%	100%	100%	100%

SYSTEM INDICATORS

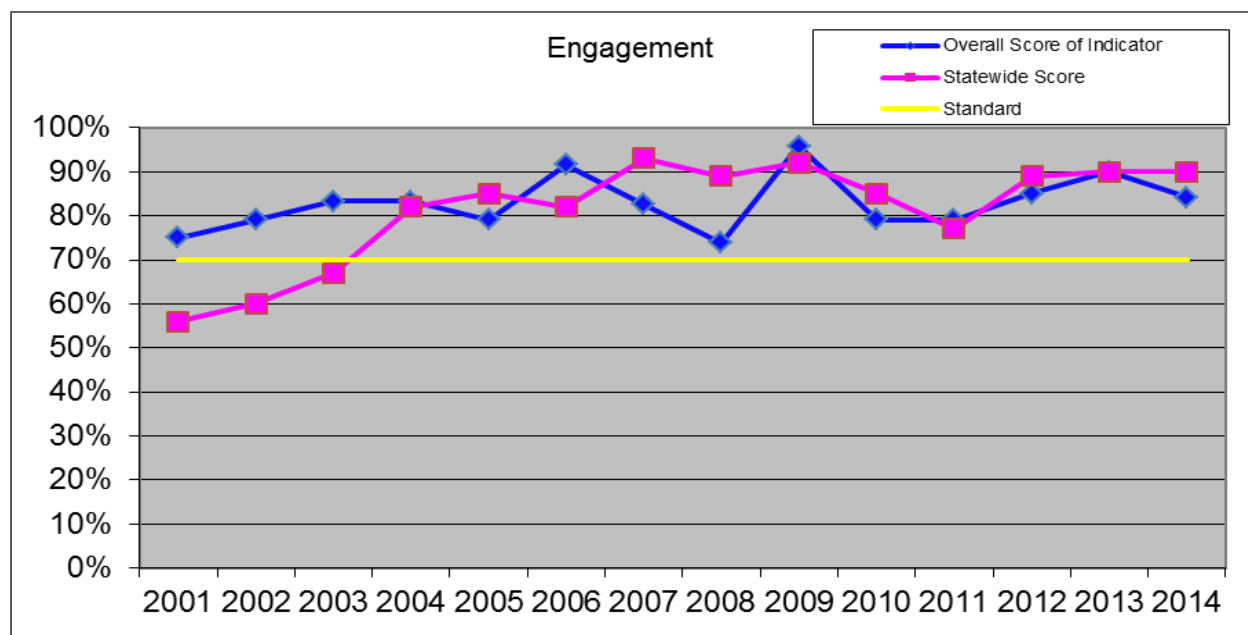
Below is data for all system indicators (Engagement, Teaming, Assessment, Long-term View, Child and Family Plan, Intervention Adequacy, and Tracking and Adaptation) over the last 14 years showing how the ratings of 1 (completely unacceptable), 2 (substantially unacceptable), 3 (partially unacceptable), 4 (minimally acceptable), 5 (substantially acceptable) and 6 (optimal) are trending within each indicator. The table for each indicator in the section below shows an average and percentage score for that indicator. The line graph represents the percentage of the indicator that scored within the acceptable range. The most ideal trend would be to see an increase in the average score of the indicator along with an increase in the percentage score.

Eastern region's score on Overall System Performance improved this year from 85% to 89%. Scores improved on four of the System Performance indicators (Assessment, Long-term View, Intervention Adequacy, and Tracking and Adapting). Two System Performance indicators scored below standard (Teaming and Assessment).

Child and Family Engagement

Although the percentage scores on Engagement declined this year, the average score improved. Eastern region's score on this indicator has mirrored the state score for the past several years, but it fell a few points below the state score this year.

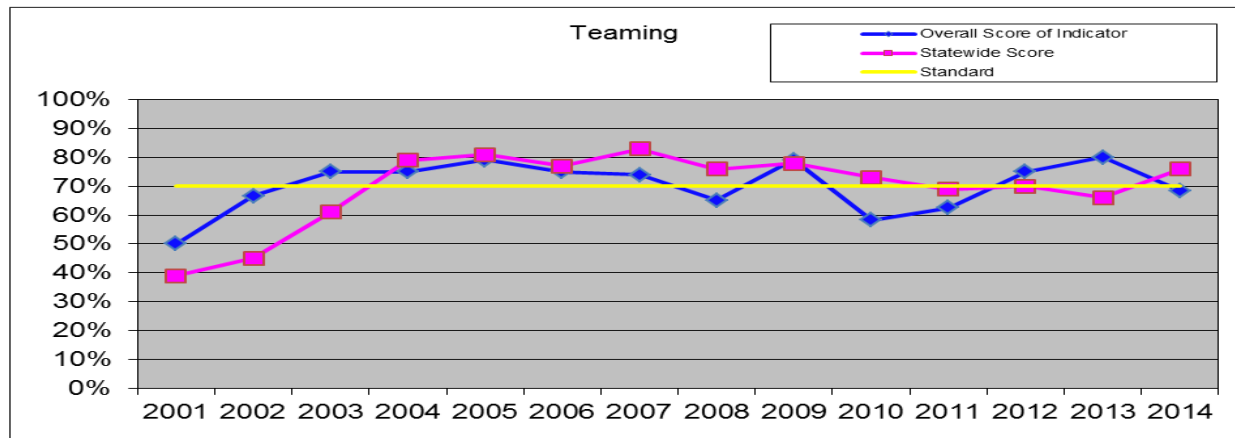
Engagement														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	4.04	4.00	4.29	4.33	4.58	4.42	4.48	4.09	4.67	4.21	4.21	4.40	4.15	4.42
Overall Score of Indicator	75%	79%	83%	83%	79%	92%	83%	74%	96%	79%	79%	85%	90%	84%
Statewide Score	56%	60%	67%	82%	85%	82%	93%	89%	92%	85%	77%	89%	90%	90%



Child and Family Team and Coordination

The Teaming score fell from 80% to 68%, but the average score fell only a little. The region exceeded the state score the past two years but fell below standard and below the state score this year.

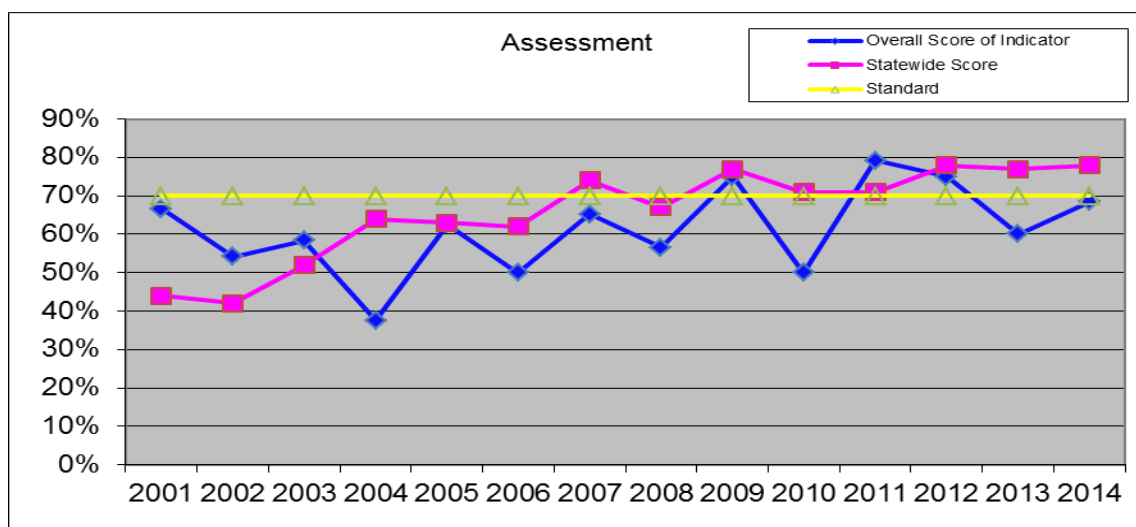
Teaming														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	3.75	3.83	4.08	4.08	4.21	4.04	4.22	3.91	4.42	3.75	3.92	4.05	3.95	3.89
Overall Score of Indicator	50%	67%	75%	75%	79%	75%	74%	65%	79%	58%	63%	75%	80%	68%
Statewide Score	39%	45%	61%	79%	81%	77%	83%	76%	78%	73%	69%	70%	66%	76%



Child and Family Assessment

Both the average and the percentage scores for Assessment improved. Eastern region scored below the state score and slightly below the 70% standard.

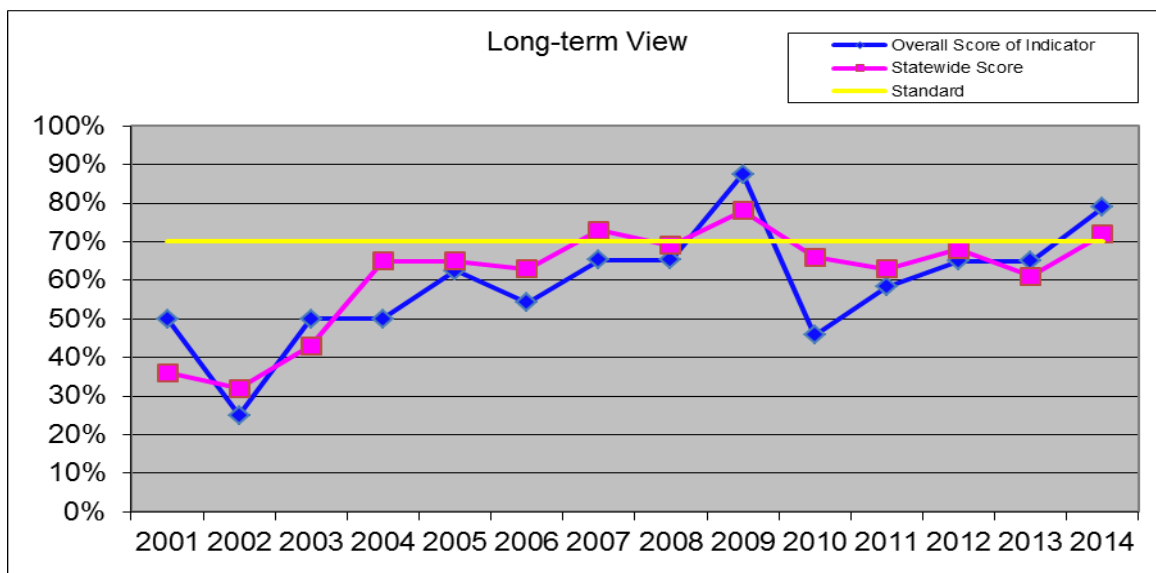
Assessment														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	3.75	3.58	3.92	3.50	3.75	3.63	3.91	3.74	4.13	3.54	4.04	4.00	3.75	3.89
Overall Score of Indicator	67%	54%	58%	38%	63%	50%	65%	57%	75%	50%	79%	75%	60%	68%
Statewide Score	44%	42%	52%	64%	63%	62%	74%	67%	77%	71%	71%	78%	77%	78%



Long-Term View

Both the average and percentage scores on Long-term View improved this year. The region scored seven points above the state score.

Long-Term View														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	3.38	2.92	3.50	3.54	3.67	3.63	3.78	3.65	4.17	3.54	3.71	3.85	3.85	4.11
Overall Score of Indicator	50%	25%	50%	50%	63%	54%	65%	65%	88%	46%	58%	65%	65%	79%
Statewide Score	36%	32%	43%	65%	65%	63%	73%	69%	78%	66%	63%	68%	61%	72%



Child and Family Plan

The percentage score on Plan declined a little; however, the average score improved slightly. The region score is above standard although it's eight points below the state score.

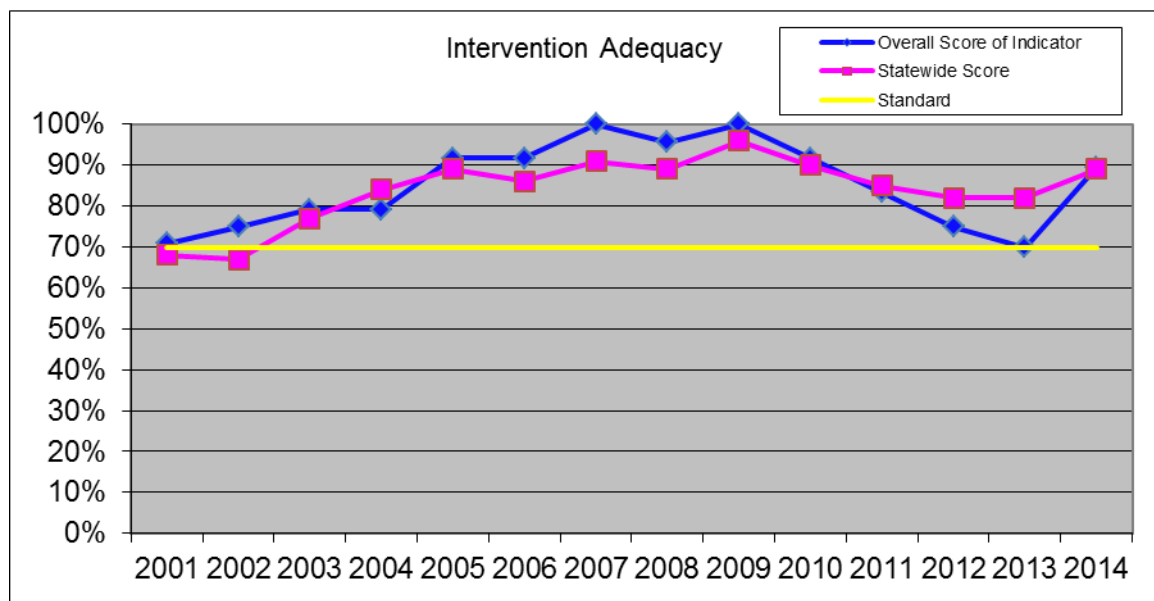
Child and Family Plan														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	3.92	3.63	3.79	3.83	3.88	4.17	4.22	4.13	4.33	3.71	3.96	3.80	3.95	4.00
Overall Score of Indicator	63%	67%	58%	71%	71%	83%	83%	87%	83%	63%	71%	60%	80%	74%
Statewide Score	42%	52%	62%	72%	76%	75%	88%	78%	78%	72%	62%	67%	70%	82%



Intervention Adequacy

Both the average and the percentage score on Intervention Adequacy rose significantly. The region's score now equals the state score.

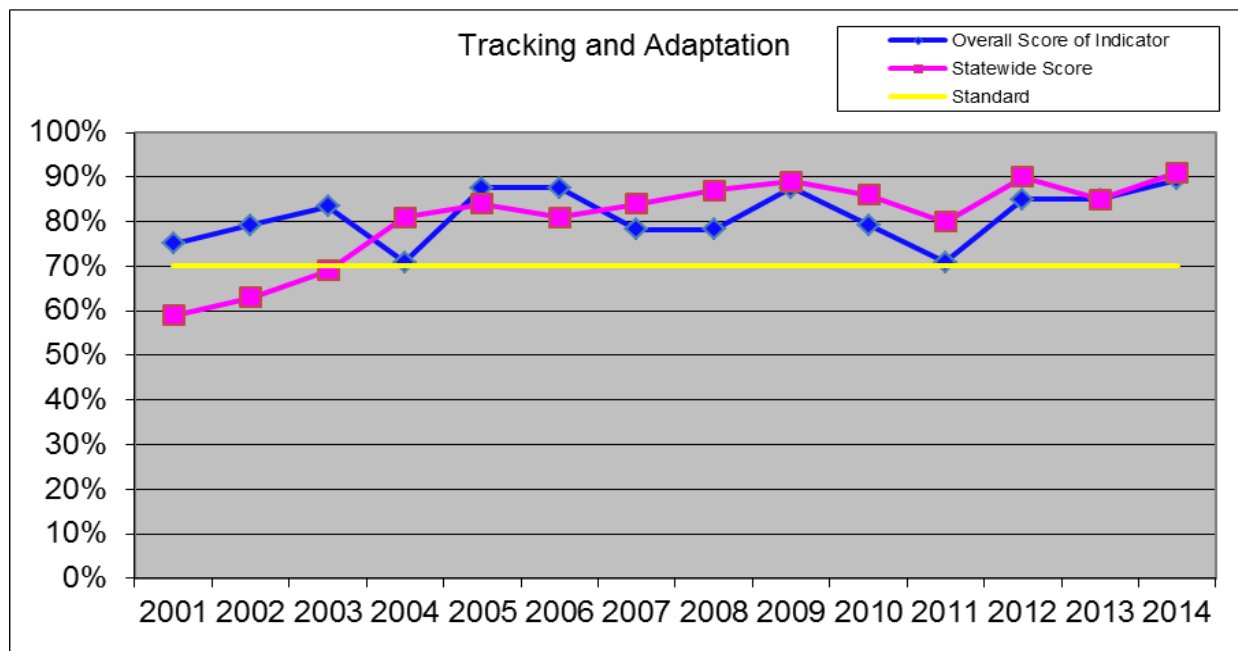
Intervention Adequacy														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	4.00	3.92	4.13	4.17	4.42	4.42	4.74	4.35	4.75	4.21	4.17	4.20	4.00	4.32
Overall Score of Indicator	71%	75%	79%	79%	92%	92%	100%	96%	100%	92%	83%	75%	70%	89%
Statewide Score	68%	67%	77%	84%	89%	86%	91%	89%	96%	90%	85%	82%	82%	89%



Tracking and Adaptation

Both the percentage score and the average scores rose, and the region is only a couple of points under the state score.

Tracking and Adaptation														
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Average Score of Indicator	4.13	4.21	4.25	4.08	4.42	4.33	4.52	4.26	4.71	4.17	4.17	4.40	4.20	4.47
Overall Score of Indicator	75%	79%	83%	71%	88%	88%	78%	78%	88%	79%	71%	85%	85%	89%
Statewide Score	59%	63%	69%	81%	84%	81%	84%	87%	89%	86%	80%	90%	85%	91%



V. Summary and Improvement Opportunities

Summary

During the FY2014 Eastern Region Qualitative Case Review (QCR), numerous strengths were identified about child welfare practice in the Eastern Region. It is clear that there is significant commitment and hard work devoted to ensuring the safety and well-being of children and families. During the QCR review, a few opportunities for practice improvement were also identified that could improve and enhance the services being provided.

Child Status

Eastern Region scored 95% on Overall Child Status, meaning only one of 19 cases had an unacceptable overall score. This case had an unacceptable score on Safety, which trumped the Overall Child Status Score that otherwise would have been acceptable.

Remarkably, Health/Physical Well-being, Emotional/Behavioral Well-being, and Learning all scored 100%. The scores of 84% on Stability and 89% on Prospects for Permanency were also impressive because these have traditionally been lagging indicators for all regions. Child Status scores were above standard across all measures.

System Performance

Eastern Region scored below standard on Overall System Performance in FY2010, FY2011, and FY2012. They reached the standard last year by scoring exactly 85%. This year they improved their Overall System Performance score again by scoring 89%. Five of the seven System Performance indicators were above standard. Only Teaming and Assessment fell below standard, and just slightly so, with both scoring 68%.

Improvement Opportunities and Recommendations

System Performance

Two cases had unacceptable Overall System Performance, meaning a majority of the system indicators scored unacceptable. This is an indication that these cases need attention at a level higher than the caseworker level. OSR recommends the region staff these cases and discuss how to improve system performance on them.

Teaming

There were six cases with unacceptable scores on Teaming which resulted in a score of 68%. Reasons reviewers gave for finding Teaming unacceptable included:

- Only one team meeting had been held.

- The child or family members felt they had no voice in teaming.
- There was no collaboration on decision making.
- Team members were confused about where the case was going.
- Different factions of the team were leading the case in different directions.
- There had been coordination over the phone with individual team members, but not face to face collaboration with all team members.
- A team meeting had not been held for several months.
- The caseworker was making decisions unilaterally.
- There was little contact with the therapist who felt he had no voice in decision making.
- Team meetings were contentious and unproductive.
- Key people such as family members and therapists were missing from the team.
- Key people couldn't attend because of when the team meetings were being held.

Assessment

There were six cases with unacceptable scores on Assessment. Four of the six cases were the same cases that had unacceptable scores on Teaming. On most of the cases the child received an acceptable assessment score (4 of 6 cases), and on most cases neither the father nor the mother were scored acceptable (4 of 6 cases).

Possible Next Steps toward Practice Improvement

1. **Teaming**-Remind workers of the basics of teaming such as identifying who the key members are, engaging family members and giving them a voice, meeting when family members and key partners can attend, and getting to a consensus on where the case is going and what role each team member will play in achieving the long-term view.
2. **Assessment**-Focus the Child and Family teams on assessing the needs of the parents, as they appear to be the parties most likely to be inadequately assessed. Evaluate whether or not services are intensive enough and whether or not the team has gotten to the parents' underlying needs.